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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP)

QUARTERLY REPORT (OCTOBER - DECEMBER 2012)

JANUARY 2013

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ACRONYMS AND ABBREVIATIONS

CNPDP	<i>Centro Nacional de Prevención del Delito y la Participación Ciudadana</i>
COP	Chief of Party
CMVP	Municipal Crime and Violence Prevention Committee (<i>Comité Municipal de Prevención de la Violencia</i>)
CPTD	Crime Prevention through Environmental Design
CVPP	Mexico Crime and Violence Prevention Program
GOM	Government of Mexico
HDI	Howard Delafield International
ICAP	Institutional Capacity Assessment Tool
ICMA	International City Management Association
INSYDE	Institute for Security and Democracy (<i>Instituto para La Seguridad y la Democracia</i>)
IR	Intermediate Result
JCC	<i>Jóvenes Constructores de la Comunidad</i>
LG	Local Government
M&E	Monitoring and Evaluation
NAS	Narcotics Affairs Section
NGO	Nongovernmental Organization
PCC	<i>Programa para la Convivencia Ciudadana</i>
PPP	Public-Private Partnership
Q&A	Questions and Answers
SEDESOL	Ministry of Social Development
SUBSEMUN	<i>Subsidio Para la Seguridad Municipal</i>
USAID	United States Agency for International Development
USG	United States Government
YBI	Youth Build International

RESUMEN EJECUTIVO

El Programa para la Convivencia Ciudadana (PCC) inició actividades el 6 de Febrero de 2012, como parte del Pilar IV de la Iniciativa Mérida, y busca fortalecer comunidades resilientes en respuesta a los embates de la violencia y el delito, en nueve polígonos, ubicados en Ciudad Juárez, Monterrey y Tijuana. Este informe trimestral documenta los avances y desafíos del PCC durante el período octubre-diciembre del año 2012, primer trimestre del año fiscal 2013.

Entre los principales avances generados durante el período documentado, bajo el resultado 1 (IR1), se encuentran los siguientes:

El PCC completó y publicó los siguientes productos en el área de **gestión de conocimiento** de manera coordinada con el Centro Nacional para la Prevención del Delito y la Participación Ciudadana (CNPDP): La estructura conceptual de la Plataforma de Seguridad Ciudadana, un centro repositorio de información para informar procesos de diseño e implementación de políticas públicas y programas en materia de prevención del delito y la violencia; un resumen de 11 buenas prácticas en el área de prevención, desarrolladas por organizaciones de la sociedad civil; la Guía para Documentar Buenas Prácticas de Prevención de la Violencia y el Delito.

Durante el próximo trimestre, el PCC trabajará con la nueva Sub-Secretaría de Prevención del gobierno federal, para hacer operativa la plataforma de gestión de conocimiento y promover el uso de la metodología de buenas prácticas. Todo esto con la finalidad de fortalecer su capacidad para generar políticas y programas de prevención en base a la evidencia.

La transición política en el gobierno federal, que se concretó con la toma de posición del nuevo Presidente de la República el primero de diciembre de 2012, generó algunos retrasos en el desarrollo de productos planificados para contribuir al diseño de modelos y programas nacionales de prevención. También durante el próximo trimestre, el PCC trabajará, junto a USAID y el Gobierno Federal, para planificar acciones concretas que apoyen la agenda de la nueva administración en esta área.

El PCC completó el desarrollo de las **estrategias de comunicación** para la prevención del delito y la violencia, en las tres ciudades meta del Programa, e inició el proceso para desarrollar la estructura operativa necesaria para garantizar su ejecución en el campo. Durante el próximo trimestre, el PCC estará implementando las estrategias de comunicación en cada ciudad y polígono, trabajando de manera conjunta con organizaciones locales y coordinadamente con instituciones públicas, privadas y de la sociedad civil. El PCC también participó en la organización y ejecución del 'Foro de Juventud sobre Acción Local para la Transformación Nacional' y la conferencia internacional 'Construyendo Ciudades Seguras en Latinoamérica', llevadas a cabo en la Ciudad de México en octubre y noviembre respectivamente.

Con respecto a los resultados generados en el resultado 2 (IR2) reportamos los siguientes avances:

El PCC **diseminó el contenido de los nueve Planes Maestros**, en las tres ciudades, a través de eventos de alto perfil junto a USAID y actores clave del gobierno federal y gobiernos sub-nacionales. Asimismo, el PCC avanzó en la **implementación de los Planes Maestros** a través de acciones de fortalecimiento comunitario, entre las que destaca el trabajo realizado en conjunto con Jóvenes Constructores de la Comunidad en las tres ciudades, el diseño de programas puntuales de mejoramiento de condiciones del entorno (CEPTED) y los diálogos comunidad-policía en Tijuana y Ciudad Juárez. De igual forma, el PCC avanzó en el diseño de siete proyectos de donación, que serán

sometidos a aprobación de USAID durante el próximo trimestre, para promover intervenciones piloto en los polígonos.

El PCC continuó **fortaleciendo alianzas entre actores gubernamentales**, sociales y privados, a nivel local, mediante los Grupos Municipales de Trabajo. En Monterrey, mediante esa articulación, el gobierno estatal, organizaciones de la sociedad civil y el sector privado acordaron acciones concretas en los polígonos de Alianza e Independencia, siguiendo los lineamientos estratégicos identificados en los Planes Maestros. El PCC también aseguró el compromiso del recién electo gobierno de Monterrey y del municipio de Tijuana, para formalizar sendos Comités de Prevención Municipal durante el próximo trimestre.

El PCC afianzó las **relaciones institucionales de trabajo** con los tres municipios meta. En el mes de diciembre de 2012, acordó los planes de asistencia técnica institucional, basados en la aplicación de la herramienta de diagnóstico institucional (ICAPI) en los tres municipios. Este avance es de especial relevancia en el municipio de Monterrey, en donde el PCC logró posicionarse rápidamente, logrando compromisos de trabajo con esa entidad, luego de la toma de posesión de la nueva Presidenta Municipal en noviembre. Asimismo, el PCC completó los diagnósticos CPTED y la capacitación de funcionarios municipales en esa área, y dará seguimiento a través del diseño de proyectos en las comunidades, y asistencia técnica puntual durante los próximos meses.

En el área de **policía comunitaria**, el PCC completó dos instrumentos: la Guía titulada 'Policía Comunitaria: Orientaciones, Metodología y Acciones para su Puesta en Práctica' y el 'Diagnóstico Cualitativo para Promover Acciones de Policía Comunitaria' en las tres ciudades meta. Con estos, el PCC promoverá intervenciones concretas en las ciudades y polígonos de acuerdo a las condiciones y oportunidades encontradas. La Guía será utilizada también como una herramienta de capacitación y diseño de programas y será diseminada, tanto en las tres ciudades, como a nivel nacional, junto al gobierno de México.

El PCC avanzó en el desarrollo de una **alianza con la empresa CEMEX** para ejecutar proyectos de fortalecimiento comunitario en Monterrey y Tijuana, que responden a los lineamientos estratégicos de los Planes Maestros. Dos programas liderados por CEMEX serán objeto del acuerdo: Yo Aprendo, yo Construyo, enfocado en la capacitación de jóvenes en temas de construcción; y Centros Productivos de Auto-Empleo, para mejorar las condiciones de vida de los jóvenes en situación de riesgo, a través de la construcción de espacios públicos. Se espera firmar el acuerdo durante el mes de febrero de 2013.

I.0 INTRODUCTION

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech on February 6, 2012. The CVPP is a three-year program with a budget of \$15,202,629.

The CVPP stems from the Merida Initiative, which is a collaborative program between the U.S. and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the border and elsewhere in Mexico. Mexican and U.S. officials revised their agreement in “Beyond Merida,” outlining four pillars, including Pillar IV, which strives to build strong and resilient communities and encompasses prevention efforts that complement elements of the other pillars that target citizen security.

The CVPP was designed to pursue the overarching goal of Pillar IV, to build stronger and more resilient communities that can withstand the pressures of crime and violence. The program provides technical support to plan and implement community development strategies aimed at reducing crime and violence while providing youth with alternatives to criminal activity. Activities are targeted at the national level and sub-national levels in Ciudad Juarez, Tijuana, and Monterrey. Local interventions focus specifically on three communities in each target city identified by the GOM as having high levels of crime, combined with proven citizen engagement in initiatives that address the challenges of crime and violence.

The program supports local institutions that are striving to promote social cohesion, and strengthens the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies. The program supports results-oriented interventions, builds capacity to expand them, and creates communication bridges between communities and their local government. Integral to the program is a knowledge management system and a communications and outreach strategy that will inform the national policy discussion.

Tetra Tech leads the implementation of the CVPP, supported by three primary implementing partners: the International City Management Association (ICMA) provides technical leadership in local governance engagement and strengthening; Youth Build International (YBI) provides technical leadership in youth-focused crime and violence prevention strategies; and Howard Delafield International (HDI) provides technical leadership in communication and outreach strategies.

This document presents the CVPP’s Quarterly Report covering the time period from October to December 2012.

2.0 NARRATIVE REPORT ON PROJECT ACTIVITIES

2.1 INTERMEDIATE RESULT 1: STRENGTHEN FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME

During this quarter, CVPP continued to work closely with the National Center for Crime Prevention and Citizen Participation (CNPDP), CVPP's main Government of Mexico's (GOM) counterpart at the federal level, to complete key products and processes that are essential for the implementation of the GOM crime and violence prevention agenda. The political transition in Mexico, completed with the oath of the new President on December 1, had a significant impact on the activities planned for this reporting period, requiring adjustments to the scope and timeframe of the products envisioned for this Intermediate Result (IR). Nevertheless, CVPP worked with the CNPDPC to prioritize the activities and completed a series of products to be presented to the new Administration, as described below.

2.2.1 ACTIVITY 1.1: SUPPORT THE GOM TO IMPROVE MONITORING AND EVALUATION AND KNOWLEDGE SHARING TO INFORM NATIONAL VIOLENCE PREVENTION AND REDUCTION POLICIES AND BETTER PLANNING

The following activities summarize CVPP's progress during the reporting period:

- a) **In collaboration with the CNPDPC, CVPP completed the structure and video presentation of the "Citizen Security Platform,"** a central repository of data used to inform public policy, plan future activities, and conduct evaluation in the area of crime and violence prevention. Originally called the Knowledge Management Platform, the product was renamed to the Citizen Security Platform at the request of the CNPDPC. Annex A presents the structure of the Platform and a video summarizing its features and benefits. CVPP unveiled the Platform to the public during the Pillar IV and Master Plans presentation event in Tijuana on November 28.

CVPP will present the Platform to the new GOM counterpart in the early 2013 and will solicit its feedback to further improve and update the Platform's structure and agree on next steps.

- b) **Completed 11 proven good practices in the area of crime and violence prevention.** In November 2012, CVPP finalized the "Guidelines to Document Good Practices in Crime and Violence Prevention," presented in Annex B. CVPP will share the Guidelines with the new Administration and disseminate it to the general public during the next quarter. The Guidelines are particularly useful in standardizing information and systematizing practices both at the local government level and among civil society organizations. The application of the Guidelines will also strengthen the GOM's institutional capacity to develop public policies in the area of crime and violence prevention.

CVPP documented 15 practices among civil society organizations that complied with the criteria and guidelines developed in the Guidelines. In October, an evaluation team of experts in the areas of social development, security and crime prevention selected 11 of these practices, 6 of which were considered good practices and 5 as promising practices. CVPP disseminated an abbreviated version

of the 11 practices at the “Building Safer Cities in Latin America” International Conference held in Mexico City in November, as well as at other program events in the target cities. This first group of practices will be disseminated by the GOM in the target cities and nationwide in 2013. Starting in January and pending USAID approval, CVPP will promote the replication of at least two of the selected practices through the small grants program - the *Centro de Asesoría y Promoción Juvenil* (CASA) school dropout prevention model in Francisco I. Madero, Ciudad Juárez, and CREESER’s community healing approach in Alianza, Monterrey.

- c) **CVPP made significant progress in the development of the Program’s baseline data.** In August 2012, CVPP selected the *Agencia para el Desarrollo, A.C. (GESOC)* to develop the Program’s baseline. GESOC began its work in October, carrying out socio-demographic analyses in the target cities and nine *polígonos*, conducting inventory of existing crime and violence diagnostics at the federal and sub-national levels, assessing and analyzing the existing networks in the area of crime and violence preventions, and organizing focus groups and household surveys. By the end of December, GESOC has completed network analyses in each city, as well as the household surveys and focus groups in each *polígono*. The preliminary quantitative data from the household surveys has been processed for the CVPP Performance Monitoring Plan (PMP), with final analysis taking place in January 2013. CVPP will use the baseline information to inform the PMP and to help direct and evaluate program activities during 2013.

2.2.2 **ACTIVITY 1.2: SUPPORT THE GOM MULTI-SECTORAL PILLAR IV WORKING GROUP TO DEVELOP A MODEL FOR SOCIAL PROGRAMS AND POLICIES FOR CRIME AND VIOLENCE PREVENTION IN URBAN AREAS**

CVPP reports the following progress:

- a) **Provided support to the GOM to develop policy guidelines to promote programs and policies in the area of crime and violence prevention.** This activity was not included in the CVPP Work Plan for Year One, but was scheduled as a result of the strategic alliance between CVPP and CNPDPC. The program supports the GOM with the activities summarized below, which are intended to increase the GOM capacity to design public policies and models for crime and violence prevention.
- **Prepared policy guidelines for developing a crime and violence prevention policy for children.** CVPP facilitated the first meeting of the Technical Working Group on the Guidelines for the Prevention of Violence against Children on October 18 in Mexico City. Led by Larissa Bosch of the CNPDPC, the meeting was attended by the representatives of Save the Children, UNICEF, Network for Children’s Rights in Mexico (*Red por los Derechos de la Infancia en México*), the Ministry of Education, and the National System for Integral Family Development (*Sistema Nacional para el Desarrollo Integral de la Familia*). As a result, the CNPDPC will publish the Prevention Guidelines as part of the catalogue for the *Subsidio Para la Seguridad Municipal* (SUBSEMUN) projects. CVPP will continue to support the Working Group during the government transition and will work with the new GOM’s counterpart to move forward with this effort during 2013.
 - **Alternative model to educate youth excluded from formal education opportunities.** CVPP and CNPDPC agreed to postpone the implementation of the International Workshop on Second Chances for Youth, originally planned for this quarter, due to the competing priorities during the final days of the outgoing Administration. CVPP will present this initiative to the new authorities during the first quarter of 2013.

- b) **Delays in the development of the policy-mapping tool.** During the previous reporting period, CVPP reached an agreement with the CNPDPC on the parameters for the design and implementation of a geo-referenced decision-making tool to inform crime and violence prevention policies. During this quarter, CVPP did not receive access to the key information necessary for the development of the parameters and, together with the CNPDPC, decided to postpone this activity until further discussion with the new Administration.

2.2.3 ACTIVITY 1.3: SUPPORT GOM'S COMMUNICATION PLAN THAT INCLUDES SOCIAL COMMUNICATION EFFORTS AND A VIOLENCE PREVENTION OUTREACH STRATEGY

CVPP reports the following progress:

- a) **Completed and validated the development of community communications strategies in the three target cities.** In October 2012, CVPP validated its communications strategies in the three cities, with a particular focus on the target *polígonos*. In attendance at the validation activities were representatives of key state and local government agencies, civil society and private sector leaders who participated during the design phase as the Communications Working Groups, as well as new stakeholders interested in supporting the implementation.

Twenty-five participants in each city reviewed the proposals, provided feedback and validated the strategies. Through these meetings, CVPP was able to share the concepts with key local stakeholders, promote potential partnerships and recruit additional members to join the Communications Working Groups. After incorporating the feedback received in these meetings, the Program has completed the Communications Creative Brief (Annex C) and is finalizing the Communications Strategies to be submitted to USAID by January 31, 2013.

- b) **Began the selection of the organizations that will implement the communication strategies.** CVPP began the selection of a creative agency to design campaign messages and products, as well as the local organizations to implement the campaigns in the local level. Upon receiving USAID approval on November 23, CVPP published solicitation notices in *La Frontera* (Tijuana), *El Diario de Juárez* (Ciudad Juárez) and *El Norte* (Monterrey), as well as through the CVPP network of organizations and advertising agencies. As of the date of this report, CVPP has received numerous expressions of interest from various capable organizations and expects to receive proposals by January 14.

- c) **Positioned violence prevention in the public agenda through the creation of networks and participation in various events.** CVPP has made significant progress in the development of a grant to support the creation of a journalists' network and in the implementation of high profile events to promote the crime and violence prevention agenda. Specifically:

- **Journalists' Network for Crime and Violence Prevention.** During this reporting period, CVPP completed the grant evaluation process for Ibero-American University's Journalism and Democracy Program within the Department of Communications, and submitted the grant for USAID approval on December 17. Under the grant agreement, CVPP envisions a high-level seminar for journalists and editorial staff on violence prevention and social responsibility, as well as a handbook and workshops for journalists reporting on prevention. The grant application did not receive USAID approval, and CVPP plans to re-submit the proposal in January 2013, addressing USAID's concerns.

- **Participation in and support of various special events:**
 - 1) **Crime Prevention through Environmental Design (CPTED) workshops in target cities, October 2012.** CVPP conducted CPTED workshops in Monterrey on October 15-19 and concurrently in Tijuana and Ciudad Juarez on October 22-26. Citizens, government representatives and civil society organizations who participated in the workshops were introduced to the CPTED methodology and conducted diagnostics of target *polígonos*. Following the workshops, CVPP invited five key representatives from each city to the “Building Safer Cities in Latin America” conference in Mexico City to present and share their newfound knowledge with other professionals from across the country. More detail on the CPTED workshops is presented under Activity 2.2 below.
 - 2) **Building Safer Cities in Latin America, Mexico City, November 5-7.** CVPP participated in this major international conference as a member of the Organizing Committee, by sponsoring six international experts, by coordinating presentations from 14 professionals and public officials from the three target cities, and by making direct presentations on various prevention topics to the 400 conference participants. The CPTED concept received broad coverage during the conference, specifically with the participation of Marcelo Ebrard, former Mayor of Mexico City, as well as other renowned international CPTED experts. As result of the conference, a network of CPTED professionals was created, CVPP’s counterparts presented their proposed CPTED interventions for the three target cities and learned about international and national best practices, all of which will inform the design of future interventions in the target *polígonos*.
 - 3) **Youth Forum on Local Action for National Transformation, Acapulco, October 21-26.** CVPP assisted the CNPDPC in organizing this event to take the first step in building a network of youth for citizen participation and security. CVPP helped to organize the logistics, sponsored the participation of several conference speakers and 10 youth attendees primarily from the CVPP three target cities, and presented an exposition on public policies on prevention for youth (see more detail in Activity 2.4 below).

2.2.4 CHALLENGES AND REMEDIES FOR IRI

The transition of the Federal Administration prompted significant adjustment to the calendar of activities planned under this IR, as CVPP’s national counterparts focused on finalizing products within a limited timeframe. CVPP maintained a close relationship with the CNPDPC throughout the transition and remained flexible, continuously revisiting priorities. Products under Activity 1.1, such as the Knowledge Management Platform and the analysis of good practices were completed, while some products under Activity 1.2, such as the policy mapping tool referenced above were not finalized, largely due to the lack of resources on the part of the GOM to share information with the Program. Nevertheless, the Program is confident that the results generated during this reporting period will enable CVPP to present valuable products to the new Administration, and position the Program in a way that will allow it to continue with the scheduled Task Order activities.

2.3 INTERMEDIATE RESULT 2: STRENGTHEN CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/ REDUCTION INITIATIVES

2.3.1 ACTIVITY 2.1: DEVELOP CRIME AND VIOLENCE MASTER PLANS IN TARGET COMMUNITIES

The following activities summarize CVPP's progress during the reporting period:

- a) **Disseminated Community Crime and Violence Prevention Master Plans.** Working closely with USAID and the U.S. Consulates in the target cities, CVPP carried out a series of high profile events to disseminate the methodology and content of the nine Master Plans. Each event featured USAID/Mexico Mission Director Thomas Delaney and the respective Consul General, who presented progress related to the Merida Initiative Pillar IV activities. The series began in Monterrey on November 12, hosted by the Under Secretary of Prevention of the Nuevo Leon Ministry of Security, gathering about 60 participants. The second event took place in Ciudad Juarez on November 14 and was hosted by the Municipality, congregating 69 participants. In Tijuana, 100 participants came together for the event on November 28. In each event CVPP presented the Master Plan methodology and comments from key counterparts who participated in the design phase. USAID grantees under Pillar IV also had an opportunity to present the scope of their programs to the audience. The events received broad press coverage in both the electronic and print media in Ciudad Juarez and Tijuana, with headlines reporting on the bilateral cooperation between the U.S. and Mexico Governments, raising awareness about USAID, CVPP and other USG partners.

As part of the Master Plans dissemination strategy, CVPP presented the Master Plans to potential partners in the three cities to leverage their support during the implementation phase. As an example of the recognition of the USG contribution and the role of the Master Plans in improving the quality of life in Tijuana, the Master Plans for that city were placed in a time capsule along the *Paseo de los Héroes* in front of the Tijuana Cultural Center, to be unveiled in 2034.

During this quarter, CVPP explored the possibility to create a joint publication with the CNPDPC to document the experience of the GOM and CVPP in developing community crime and violence prevention programs. However, after several consultations the parties agreed to prepare separate documents on their individual experiences. As of the date of this report, CVPP is documenting the Master Plan development process with an objective to provide a Guide for the federal and local governments to promote and replicate this important planning tool.

- b) **Continued implementation of the Master Plans.** CVPP made progress in the implementation of the Master Plans in the three cities through its Small Grants Program, community-based activities and close collaboration with the municipal working groups and community committees. The Program continued the implementation of its grant to *Jóvenes Constructores de la Comunidad (JCC)* in the three cities (see more in Activity 2.6. below). Through another grantee, *Vida Con Calidad, A.C. (VICALLI)*, the Program began the implementation of its community healing interventions in Independencia, Monterrey. Overall during this reporting period, CVPP conceptualized and reviewed seven grant proposals to address the Master Plan priorities. Details on the grant activity are discussed further under Activities 2.5 and 2.6, as well as in Annex D to this report.

In the area of community policing, CVPP began to bring together local communities and the municipal police in Granjas Familiares and Camino Verde in Tijuana, as well as in Riberas del Bravo in Ciudad Juarez. Working with its partner INSYDE, CVPP carried out “*conversatorios*” (citizen

dialogues) between the police and the residents. The *conversatorios* allowed the participants to discuss how to improve mutual trust and to identify specific actions and priorities in the short and medium-terms. As an example of an improved relationship, community members and police officers in Granjas Familiares held a friendly soccer game following one of the *conversatorios*. CVPP will continue to keep the momentum and promote viable community-based approaches by supporting similar projects and agreements. More details on community policing activities are provided under Activity 2.4 below.

Similarly, through the CPTED diagnostics and training, CVPP engaged community committees in all nine *polígonos* to identify specific projects to improve the safety environment in each community. Police officers, community leaders, key municipal officials and students participated in project design and promotion of common agenda, as detailed below under Activity 2.2.

The Municipal Working Groups, created by CVPP to help develop the Master Plans, also helped to facilitate the coordination and implementation of activities in the target *polígonos* in Monterrey and Tijuana. The Working Group in Monterrey met ten times during this reporting period (a total of 22 times since its creation in June 2012) and identified specific projects, resources and organizations to implement crime and violence interventions in the target *polígonos*. Through the participation in the Municipal Working Group, government entities on the state and municipal levels, private sector organizations and NGOs have agreed to coordinate efforts to implement the following activities identified in the Master Plans of Independencia and Alianza:

- JCC will continue its rehabilitation work in Alianza after having obtained the necessary municipal permits
- Ser México A.B.P. will implement the program “El Mejor Mexicano” on civic values for children
- The Social Participation and Institutional Programs Commissaries and the Under Secretary of Prevention of Nuevo Leon will implement a number of programs, such as *Familias Promotoras de Paz* in Alianza, psychosocial services by the *Centro de Atención a Adolescentes en Conflicto con la Ley*, mediation and peaceful conflict resolution, prevention of bullying, and re-activation of community committees – problems areas identified in the Master Plans

CVPP engaged community committees in the three cities to implement specific activities identified in the Master Plans. The community committees of Independencia and Alianza gained access to the community centers in their respective *polígonos*, an important step toward finding a safe space to meet and organize activities. In these highly dangerous areas where peaceful interaction is not the norm due to the presence of violent groups and organized crime, CVPP is promoting the use of safe spaces to promote a peaceful lifestyle. CVPP conducted CPTED diagnostics in these venues and has organized around 14 community meetings in each *polígono*. In Granjas Familiares and Camino Verde, the active engagement of community committees has been instrumental in coordinating an effective dialogue with the police and identifying CPTED projects. Similar to Tijuana, the community committees in Riberas del Bravo and Francisco I. Madero in Ciudad Juarez have taken an active role in leading planning sessions with the municipal police and supporting the implementation of the JCC activities.

CVPP helped community organizations and local stakeholders prioritize interventions for 2013 based on the strategic recommendations of the Master Plans. After the presentation of the Master Plans in each city, CVPP facilitated an additional exercise that established priorities for Program interventions in 2013. Participants included community representatives from all nine *polígonos*, representatives of NGOs and government counterparts, including the municipal police, key municipal government units and, the State Government in Nuevo Leon.

2.3.2 ACTIVITY 2.2: SUPPORT URBAN AND SOCIAL PLANNING STRATEGIES TO STRENGTHEN CRIME AND VIOLENCE PREVENTION

CVPP reports progress in the following areas:

a) Made progress toward the establishment of the Municipal Crime and Violence Prevention Committees (CMPVs) in the target cities.

- **The municipality of Monterrey agrees to establish a CMPV in 2013.** In Monterrey, a visit from an ICMA consultant Carlos Loria from October 30 to November 2 laid the foundation for communication with Monterrey's new municipal Administration (Annex E). On November 23, CVPP reached an agreement with the Monterrey Secretary of Human and Social Development to create the CMPV, subject to final authorization by the Municipal President. The parties also agreed that CVPP would submit to the municipality the proposed CMPV Regulations. Following that agreement, on December 11, the General Coordinator of Planning and Special Projects Alberto Avila initiated CMPV activities. The Municipal President will personally extend the invitation to municipal officials and other local stakeholders to participate in the Committee. Those who accept his invitation will sign an agreement outlining a governance plan to be incorporated in the CMPV Regulations.
- **The municipality of Tijuana confirms political will to establish the CMPV.** On November 29, CVPP held a meeting with the municipality of Tijuana during which the Head of Cabinet confirmed that the creation and institutionalization of the CMPV in Tijuana was a priority for the city's collaboration with CVPP. Following the agreement, CVPP submitted the CMPV Regulations to the municipality on December 10.
- **Ciudad Juarez presents delays.** During this reporting period, CVPP continued to present the benefits of the CMPV to the municipal authorities but has not received a clear confirmation on the next steps. CVPP will discuss with key government counterparts the different approaches to structuring an effective CMPV and the importance of taking advantage of the new windows of opportunity at the national and local levels.

b) Completed Institutional Capacity Assessment Tools (ICAPI) reports for the three cities.

CVPP submitted the ICAPI report summaries to the Governments of Monterrey and Tijuana on the 23 and 29 of November, respectively, addressing priority interventions to strengthen institutional capacity for crime and violence prevention (Annex F). Based on the results of the presentations, CVPP developed technical assistance plans for the municipalities of Monterrey and Tijuana in December and expects to finalize the details in January 2013. CVPP will provide technical assistance to improve policies and processes related to crime and violence prevention working with the Departments of Urban Development, Social Development, Municipal Police and Finance.

The ICAPI application for the municipality of Ciudad Juarez took place from November 26-30, and a preliminary report was submitted the week of December 17 (Annex F). Similarly to the other two municipalities, the ICAPI report and CPTED recommendations will be used to develop a technical assistance plan for Ciudad Juarez for submission to the municipality in January 2013.

c) Completed CPTED diagnoses for the nine target *polígonos*.

The diagnoses incorporate recommendations relative to the CPTED model and describe potential projects that would impact situational risk conditions in the *polígonos* (Annex G). For Ciudad Juarez, recommendations include improving signage and establishing corridors to community centers or recuperated public spaces that meet CPTED criteria as "safe routes." In Monterrey, a key recommendation was to identify vacant lots and/or abandoned homes and to establish a cleaning and rescue program to reduce areas prone to crime and converting them to public parks. Similarly to Ciudad Juarez, recommendations

for Tijuana emphasize the need for “safe routes” that lead to the community centers in the three *polígonos*, as well as the neighborhood cleaning and recycling programs.

- d) **Held CPTED workshops in the three cities.** As a follow-up to the CPTED diagnostic exercises, CVPP offered four-day workshops on the CPTED methodology in each city. The workshops, held at local universities, provided a general overview of the CPTED concepts and presented CPTED projects developed by the participants. The trainees came from a variety of different professional disciplines, which enriched both the discussion sessions and the final recommendations. All of the participants’ work was sent to the International CPTED Association (ICA) as part of a process that allows them to become CPTED-certified. The final reports on the CPTED Workshops in each city are presented in Annex H to this report. CVPP will continue to work with the participants during the next year to apply their knowledge in the design and implementation of CPTED projects in the target *polígonos*. CVPP selected one project per city to be presented at the international conference *Building Safer Cities in Latin America*, held in Mexico City from November 7-9, thus raising the importance and relevance of the CPTED concept among its international audience. CVPP will continue to implement the projects in the *polígonos* as part of its local interventions. As an important result of the workshops, the Program developed strong partnerships with the local universities in the three cities and started to work on the incorporation of the CPTED concepts into their curricula. Several workshop participants, students and faculty members have volunteered to work on projects in the *polígonos*.
- e) **Initiated design of the Municipal Award for Crime and Violence Prevention.** CVPP is in the final stages of the development of the Municipal Award for Crime and Violence Prevention and will begin pilot testing in January 2013.

2.3.3 ACTIVITY 2.3: STRENGTHEN THE CAPACITY OF LOCAL GOVERNMENTS TO CONDUCT PARTICIPATORY BUDGETING TO INCREASE PUBLIC AND PRIVATE INVESTMENTS IN VIOLENCE PREVENTION

Using the ICAP results as a base, CVPP developed a program to help municipal governments strengthen their budgeting processes, as well as improve their ability to conduct transparent procedures in order to determine and allocate prevention budgets. During this reporting period, municipal authorities requested more time to plan the training and technical assistance strategy in the area of budgeting when the overall technical assistance plans for each municipality are finalized, which is currently planned for January 2013.

2.3.4 ACTIVITY 2.4: PROMOTE COMMUNITY POLICING TO IMPROVE THE RELATIONSHIPS BETWEEN THE MUNICIPAL POLICE AND THE COMMUNITIES

In August 2012, CVPP subcontracted with *Instituto para La Seguridad y la Democracia* (INSYDE) to conduct a community policing assessment in each target *polígono* and develop the Community Policing Guide. During this reporting period, CVPP made progress on both products as described below.

- a) **Completed the community policing assessment.** INSYDE completed the Qualitative Diagnostic Assessment to Promote Community Policing Actions in Ciudad Juarez, Tijuana and Monterrey. The report describes the current practices and perceptions in the target communities and provides recommendations to promote community policing models through specific actions at both the police force and the community levels (the Executive Summary of the Report is presented in Annex I). The diagnostic confirmed the following two main development hypothesis explained in the Year One Work Plan:

- The conditions to develop community policing interventions are asymmetric, with each target city and *polígono* presenting a unique set of conditions that enable, or not, the application of community policing interventions in the short and mid-terms. Therefore, program interventions should be tailored to the specific context in each city/*polígono*, based on scenarios and types of intervention.
- Promoting the community policing philosophy requires sustained interventions to transform the police force, as well as strong foundations at the community level. This requires political will and a concerted institutional strengthening effort to transform dynamics within the police force.

Some recommendations for the police include decentralization of operation, improving regulatory frameworks, training in community policing, training for the sector chiefs in joint strategies with the community, expanding new prevention functions, and attention to such problems as family violence and addiction. A parallel process is required to create awareness among the police force leadership to initiate a transformation process towards community policing and to develop capacity at the community level to build common agendas.

The assessment included awareness-building activities with police authorities in each city. CVPP met with senior police officials to encourage community policing actions, obtain information on community safety and solicit their support. Working with INSUDE, CVPP applied a methodology of citizen dialogues (*conversatorios*) between community representatives and the police to identify problems and propose solutions. A total of five *conversatorios* were conducted - three in Tijuana (Camino Verde, Granjas Familiares and Mariano Matamoros) and two in Ciudad Juarez (Ribera del Bravo and Francisco I. Madero). In Ciudad Juarez (Felipe Angeles) the *conversatorio* was not organized due to the lack of community involvement.

The *conversatorios* led to agreements between the police and citizens on plans of action addressing such issues as points of greatest risk, lack of streetlights, more police patrol in certain places and at certain times, and greater attention to points of sale of drugs and other illegal substances. During these community dialogues, residents demanded a better treatment from the police and that they pay more attention to family violence cases. In Camino Verde, Tijuana, high school students and other community youth presented their own proposals to improve collaboration with the police. As discussed in Activity 2.1, the *conversatorios* also led to the implementation of specific early actions to improve relationships between the police and the communities, following strategic interventions of the Master Plans. During the next year, CVPP will continue supporting specific activities at the community level in these *polígonos* to strengthen the relationship between the police and the communities while working with other USG and GOM partners to strengthen the capacity of the police force in Tijuana and Ciudad Juarez.

In Monterrey, CVPP found an adverse environment to carry out the *conversatorios* due to the general lack of interest from the police authorities, diffused municipality leadership in the time of political transition, and a strong prevalence of violence and organized crime in the three target *polígonos*, particularly Nuevo Almaguer. Therefore, the possibility to promote community policing interventions in Monterrey is less likely, thus CVPP will focus on organizing the communities and creating awareness on the benefits of community policing as an important prevention tool among the relevant stakeholders.

- b) Completed the Community Policing Guide.** CVPP completed the Community Policing Guide, *Policia Comunitaria: Orientaciones, metodología y acciones para su puesta en práctica* (Annex J) and on November 6 submitted it for USAID review and approval. The Guide synthesizes the concept of community policing, outlines a practical framework to implement concrete actions in different scenarios adapted to institutional, political and social context in Mexico, and provides specific

indicators to measure success. CVPP will make a presentation to a joint meeting of USG agencies working in the area of community policing on January 14, after which the Guide will be finalized for publication.

During the next quarter, CVPP will also present the Guide in the three target cities and develop complementary education (didactic) material for dissemination and practical application. CVPP will carry out training and technical assistance in the target cities in close coordination with the other USG agencies, such as the Narcotics Affairs Section of the U.S. Embassy (NAS), in order to leverage resources and avoid overlap. Based on the framework and the results of the assessment described above, CVPP will implement specific activities tailored to the context of each city and community. CVPP will propose specific interventions for USAID approval in the Year Two Work Plan that will be submitted in January.

2.3.5 ACTIVITY 2.5: SUPPORT LOCAL ORGANIZATIONS TO IMPLEMENT COMMUNITY HEALING/VICTIMS' PROGRAMS

CVPP reports the following progress:

a) **Developed small grants projects to promote community health activities in the targeted communities.** Based on the initial assessment performed in June 2012, CVPP engaged local organizations to promote the Program's holistic approach towards community healing. CVPP invited 16 local organizations in Tijuana, 6 in Monterrey and 16 in Ciudad Juarez to submit concepts and proposals addressing community healing. As of the date of this report, CVPP is in the process of implementation or negotiation with the following organizations:

- *Vida con Calidad, A.C. (VICALLI)* to provide assistance to 500 cases of direct and indirect violence in Independencia, Monterrey and support the development of institutional manuals on the subject of victim assistance. After the design of the grant was finalized and approved by USAID, CVPP signed the grant agreement on November 26.
- *Salud y Bienestar Comunitario, A.C. (SABIC)* to support 500 beneficiaries in Francisco I. Madero and Felipe Angeles, Ciudad Juarez through the training of community promoters in alternative therapies and human rights. CVPP has completed program design and is finalizing the grant for submission to USAID in January.
- *Crecimiento Humano y Educación para la Paz, A.C. (Chepaz)* to provide training, psychological and re-integration assistance, as well as legal services to the victims of violence in Riberas del Bravo, Ciudad Juarez. The grant design is completed and CVPP plans to request USAID approval in January 2013.

2.3.6 ACTIVITY 2.6: SUPPORT MECHANISMS TO DISRUPT THE PATH OF YOUTH TO CRIMINALITY BASED ON BEST PRACTICES FROM THE LATIN AMERICAN REGION AND THE U.S.

CVPP progress under this component is described below:

a) **Continued to expand the *Jovenes Constructores de la Comunidad (JCC)* model in the three target cities.** During this reporting period, CVPP continued the successful implementation of the JCC model in the three target cities. JCC engaged 30 young people to rehabilitate a linear park in Camino Verde, 30 participants to work on a sports center in La Alianza, and 20 young

people to reconstruct a public park in Riberas del Bravo. As part of the life skills program, JCC participants held discussions to reflect on work responsibilities, violence and substance abuse, sexual and reproductive health, and reintegration in school and life projects. The initial phase of the project concluded in Ciudad Juarez in December, and will come to an end in Monterrey and Tijuana in February 2013. JCC participants will continue to receive training in February as part of the public-private partnership agreement currently being finalized by CVPP with CEMEX in Monterrey.

- b) Provided Institutional Capacity Building to JCC.** Through its key implementing partner Youth Build International, CVPP continued to provide technical assistance to the JCC management team. During this reporting period, CVPP completed the institutional evaluation of JCC targeting the following areas: staffing, internal management processes, youth follow-up systems (for the employability program) and financial management, among others. CVPP also completed a work plan to improve JCC's institutional capacity.
- c) Designed youth development models to be funded through the CVPP Small Grants Program.** CVPP completed the design of the grant to replicate the *Centro de Asesoría y Atención Juvenil (CASA)* Dropout Prevention Model, which has been successfully implemented in Ciudad Juarez. The project, submitted to USAID on December 12, will address adolescents who complete primary school but do not return to secondary school after the summer break, will help reintegrate adolescents involved in gangs into school and work, and will work with parents to prevent school dropout.

2.3.7 ACTIVITY 2.7: BUILD SUSTAINABLE LOCAL CAPACITY THROUGH GRANTS AND PUBLIC-PRIVATE PARTNERSHIPS

CVPP reports the following progress:

- a) Mapped out potential private sector organizations to establish mechanisms to channel public-private funding towards crime and violence prevention programs at the community level in Monterrey and Tijuana.** In Monterrey, CVPP explored opportunities with the members of the *SumaRSE* Network to establish a mechanism to channel resources to local organizations. CVPP presented the scope of the Program and areas of potential cooperation to fifteen corporate representatives that are part of that network, including Vitro, Femsa and Frisa, among others. During the next quarter, CVPP will engage the leadership of several of these organizations to advocate for the development of a public-private partnership (PPP) to finance crime and violence prevention intervention in Monterrey.

In Tijuana, CVPP established relationships with the organizations from the Tijuana Economic Development Council, the National Chamber of Commerce (CANACO) and members of the *Tijuana Innovadora* to explore their interest and potential collaboration.

- b) Strengthened relationships with private sector organizations to expand coverage of social services into the target *polígonos*.** CVPP continued discussions with *Cementos Mexicanos* (CEMEX) to establish an alliance that will cover construction training, improvement of the surrounding environment and job promotion among Program's beneficiaries. A draft collaborative agreement with CEMEX will be submitted for USAID approval in January 2013. Specifically, CVPP has identified the following projects to formalize its collaboration with CEMEX:

- "I learn, I build," a training project to build the capacity of JCC's program participants on construction skills, as a result of which the trainees will receive a certificate from the *Tecnológico de Monterrey*.

- Self-Employment Productive Center, a community development project to improve the conditions of the community where youth live. CVPP and CEMEX will seek additional funding from the public sector and focus on construction of public spaces in the target *polígonos* in Monterrey and Tijuana, with CEMEX providing construction material and training. This project will help to facilitate interaction among community members, improve public spaces and provide life skills to youth.

2.3.8 CHALLENGES AND REMEDIES FOR IR2

The Program encountered the following challenges in the implementation of this IR:

- a) The political transition in the municipality of Monterrey following the election of the new Mayor created delays in the implementation of planned activities. However, once the new Mayor took office in November, CVPP quickly engaged with the new Administration, presented and explained the results of the ICAPI assessment conducted earlier in the year, and developed a comprehensive technical assistance action plan for future collaboration. CVPP worked with the Under Secretary of Crime Prevention of the State of Nuevo Leon to keep the Program's momentum during the transition and designed specific interventions at the State level to address the needs of the target *polígonos*.
- b) CVPP came across significant challenges in the implementation of the Community Policing Assessment in Monterrey, largely due to the lack of political will on the part of the local police force and the fragile security situation in the target *polígonos*. The critical security conditions in Monterrey have created incentives for the militarization of police interventions, which directly contradict the principles of the community policing approach. CVPP worked with its partners in the Government of the State of Nuevo Leon to acquire access to police leadership, but with limited success. In the coming months, CVPP will undertake specific interventions as defined in Scenario 1 of the Community Policing Guide framework. At the community level, CVPP will continue to support community development to expand its presence in Independencia and Alianza to the extent that the security situation permits doing so.
- c) The security conditions in the Metropolitan Monterrey continued to worsen during this quarter. The situation in Nuevo Almaguer is the most threatening, as the community is entirely under the control of the organized crime groups. CVPP requested that USAID reschedule activities in that community until the situation stabilizes and the Program is able to regain access to the *polígono*.
- d) CVPP has found the levels of institutional capacity of local organizations in the three cities to be relatively low, thus creating delays in the development and implementation of the Small Grants Program. CVPP is addressing this challenge by adjusting the grants processes and by planning to provide institutional strengthening to potential grantees.

3.0 SPECIAL REPORTING

CVPP delivered 13 weekly reports to USAID during this reporting period. In addition, CVPP provided a number of ad hoc reports in response to USAID requests. As per the requirements of Section F.5.2 of the CVPP Task Order, the Program's In-country Training Reports are enclosed in Annex K.

4.0 BUDGET ALLOCATIONS

Description	October	November	December	TOTAL
Direct Labor	\$ 59,648	\$ 49,386	\$ 67,943	\$ 176,978
Other Direct Costs	\$ 250,233	\$ 210,593	\$ 242,937	\$ 703,763
Indirect Costs	\$ 45,289	\$ 37,034	\$ 49,445	\$ 131,768
Grants Fund	\$ 0	\$ 101,600	\$ 85,000	\$ 186,600
Fixed Fee	\$ 14,563	\$ 16,345	\$ 13,396	\$ 44,304
Total Cost plus Fixed Fee	\$ 369,734	\$ 414,958	\$ 458,722	\$ 1,243,414

5.0 ACTIVITY PLAN AND PROJECTED EXPENDITURES FOR NEXT QUARTER

CVPP Activity Plan and Projected Expenditures for Next Quarter are presented in Annex P.

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